

Profound Change While Fighting the War

Lt. Gen. James R. Helmly
Commander, U.S. Army Reserve
Command
and
Chief, Army Reserve

Today, the Army Reserve has embarked on a journey of change—the deepest, most profound change it has pursued in more than 50 years. This change revolves around readiness—not the type of readiness reported on a unit status report, but the type of readiness with which our forces will defeat the enemies of our nation—real readiness of soldiers and the institution.

The Reserve is part of the U.S. Army, an Army that is serving a nation at war. Soldiers operate in a battle space encompassing 360 degrees marked with violence and unpredictability, with combatants, non-combatants, media and civilian agencies affecting missions. Regardless of location, Army Reserve soldiers must be ready to engage in close combat and endure extreme stress, both physical and mental.



Capt. Evia Rodriguez shows a young Iraqi girl the proper way to use a toothbrush at the Al Uruba elementary school in Baghdad, Iraq. Rodriguez is assigned to the Army Reserve's 478th Civil Affairs Battalion, Perrine, Fla., deployed in support of Operation Iraqi Freedom.



Successfully negotiating this contemporary military operating environment and defeating our enemies demands true readiness in the form of highly skilled and trained soldier-warriors who accomplish their tasks guided by a warrior ethos that is founded on the principles of warrior skills, warrior culture and mental and physical toughness. These ready soldiers must be led by strong leaders of character and com-

petence, always guided by the principle of doing the right thing. These ready soldiers must be assigned to well-designed, fully equipped and trained formations that are trained prior to a call to active duty.

High-caliber soldiers and leaders fill the ranks of today's Army Reserve—dedicated warriors, who are serving proudly and courageously around the world. Today's Army Reserve force, however, as good as it is, does not resemble in structure, capability or readiness the force required for this war or future wars. The Army Reserve must confront today's realities and change because it is ill-prepared for warfare as it is practiced at present.

As with every war, this global war on terrorism is different. It is a war of indeterminate length. It is a war of ideas and ideals, waged by an enemy who is adaptable, unrelenting and lethal. As Acting Secretary of the Army Les Brownlee and Army Chief of Staff Gen. Peter J. Schoomaker noted, "This is not a 'contingency,' nor is it a 'crisis.' It is a new reality that soldiers understand all too well."



LT. GEN. JAMES R. HELMLY became chief, Army Reserve, and commander of the U.S. Army Reserve Command in May 2002. A Vietnam combat veteran, he was most recently assigned as the commanding general of the 78th Division (Training Support), headquartered in Edison, N.J. He served as the deputy chief, Army Reserve, from June 1995 to June 1999. From

June 1999 to August 1999, he served as the commander of the joint task force conducting Operation Provide Refuge at Fort Dix, N.J., and he was the military assistant, Manpower and Reserve Affairs (Individual Mobilization Augmentee), Office of the Assistant Secretary of the Army, from October 1999 to May 2001. Gen. Helmlly entered the Army as an enlisted soldier in 1966 and received his commission through Officer Candidate School in 1967. He served on active duty from 1966 to 1973 in a variety of company- and battalion-level assignments, including two tours in Vietnam with the 101st Airborne Division and command of an infantry company in Panama. As an Army Reservist, he has held logistics and operations positions in the 87th Maneuver Area Command and the 81st Army Reserve Command (ARCOM). He commanded the 352nd Maintenance Battalion in Macon, Ga., and the 449th Area Support Group in Forest Park, Ga. He was also the deputy chief of staff for training and the deputy chief of staff for Personnel of the 81st ARCOM. His military education includes the Infantry Officer Basic and Advanced Courses, the Command and General Staff College, the Armed Forces Staff College and the Army War College. He is a graduate of the State University of New York in Albany. Gen. Helmlly was serving as the assistant deputy chief of staff for operations at the Total Army Personnel Command, Alexandria, Va., in his civilian occupation when he was named chief of the Army Reserve.

The intent of the Army Reserve is to use the energy and urgency of current Army Transformation initiatives and the operational demands of the global war on terrorism to change from an over-structured, technically focused, force-in-reserve to a learning organization that provides trained, ready, "inactive duty" soldiers poised and available for active service, as ready as if they knew the hour and day they would be called.

In a manner of speaking, the Army Reserve's future can best be described as "back to the future." We trace our roots as a reserve force back to the French and Indian Wars (1756-1763) through the Civil War (1861-1865), when the Army raised and maintained citizen-soldiers, or federal volunteers, during wartime under federal constitutional authority to raise armies. It was the Spanish American War and Philippine Insurrection (1892-1902) that caused the na-



Soldiers of the Army Reserve's 321st Ordnance Battalion unload soon-to-be demolished unexploded ordnance at Udairi Range in Kuwait.

tional leadership to establish a formal structure for volunteers during peacetime. This predecessor of the Army Reserve, created in 1908 and eventually called the Organized Reserve Corps, produced, in reality, a pool of reserve officers and enlisted men, which the Army mobilized as individual replacements for units in World War I, World War II and, to some degree, the Korean War.

During the relative peace following the Korean conflict, America rearmed for the Cold War. In mobilizations following the Korean War, for the first time, the Army intended to maintain the integrity of mobilized Army Reserve units. Officers and enlisted men were not stripped out of organized units and sent as replacements. Instead, the Army attempted to mobilize and deploy fully trained and manned reserve units at the outbreak of the conflict. Thus, the Korean War set the

readiness precedent for future call-ups, like those that played a significant role in the decisive Gulf War victory in 1991. In that conflict, approximately 650 units, made up of some 60,000 Ready Reserve personnel, mobilized and approximately 20,000 soldiers from the Individual Ready Reserve (IRR) served as replacements.

Since Operation Desert Storm, mobilizations for peacekeeping contingencies in the Balkans and the initial

phases of the global war on terrorism have strayed from the post-Korean War precedent. In current operations, because of a force structure designed for large-scale, linear conventional operations, the Army Reserve has mobilized parts or derivatives of units to meet the requirements of combatant commanders. This method sacrifices unit integrity by breaking units, and leaves no residual capability in these derivative units for unseen circumstances.

Despite such challenges, the Army Reserve has thus far (as of July 20, 2004) mobilized 102,500 Army Reserve soldiers for the global war on terrorism, the vast majority in derivatives or pieces of units and totaling more than six times the elements mobilized during the Gulf War. The Army Reserve mobilized some of these units with only three to five days' notice, quite an accomplishment when compared to previous mobilizations. Nevertheless, the experience of the last three years shows that the Army Reserve is not structured or prepared to meet the Army's and the joint force's need for ready, agile, adaptive and rotationally based forces. Our force structure must change to improve its readiness and increase its relevance.

As a full participant in the Army's



Cpl. Ernesto Pinedo, an Army Reserve MP with the 382nd Military Police Detachment, 18th Military Police Brigade, Task Force 1st Armored Division, observes as Iraqi policemen conduct weapons training at a firing range in Baghdad.

SSgt. Russell Cotton advises an Iraqi platoon leader on techniques for conducting a combat patrol in Tallafar, Iraq. Cotton is a member of the 75th Division (Training Support), an Army Reserve unit headquartered in Houston, Texas. Soldiers of the 75th Division have been serving as part of the Coalition Military Assistance Team, helping train the new Iraqi army.



Transformation efforts, the Army Reserve is committed to reinventing its organization at the strategic, operational and tactical levels. Changing force structure is paramount, but we also resolve to change how we lead, train and support our soldiers.

To meet the Army's need for a ready force will require deep and lasting change. Today, the Army Reserve is embarking on the pathway to grow improved leadership, optimize force structure, prepare and conduct tough, realistic training and obtain policy changes, especially in the area of personnel management and support for soldiers and their families. The Army Reserve structure in the 21st century will be leaner, more focused on civilian-based skills that are transferable to the contemporary military operating environment and truly ready, and will have rotational depth.

A rmy Reserve leaders will forge this deep change. As a commitment to developing leaders, we designated 2004 as the "Year of the Leader in the Army Reserve." Concurrently, we initiated the Army Reserve Leadership Campaign Plan, a strategy to energize Army Reserve leadership culture so that every soldier and civilian is a leader in development and content learning.

This endeavor supports the Army's focus areas of leader development and education and strives to accomplish discipline from within: self-discipline and self-development founded on core Army values.

The deep change we seek resonates throughout the federal reserve restructuring initiative (FRRI), which consists of six imperatives that will propel the Army Reserve from supporting the Cold War force to supporting the Army's Future Force. From fiscal year (FY) 2005 through FY 2007, the Army Reserve will restructure force structure allowance and end strength, divesting 35,000 manpower authorizations from units and reinvesting them elsewhere to

create a more adaptable, fully structured and flexible force. We will use approximately 20,000 spaces to establish a trainee, transient, holdee and student (TTHS) account that provides a constant pool of trained manpower to units. For the past year, the 81st Regional Readiness Command, of Birmingham, Ala., has piloted TTHS. With the business rules and lessons learned from this experience, we will im-



SSgt. Robert Laverick, 422nd Civil Affairs Battalion, an Army Reserve unit based in Greensboro, N.C., consoles a crying baby who had been given immunization shots at a clinic in Baghdad.



SSgt. Roman Fontana posts information for local citizens on an announcement board outside of Marawara, Afghanistan. Fontana is assigned to the Army Reserve's 304th Psychological Operations Company from Sacramento, Calif.

plement Army Reserve-wide TTHS accounts in FY 2005. We will allocate an additional 2,000 spaces to establish the individual augmentee program, and the remaining spaces will bring units to their fully required manning levels, creating ready units that are available for missions.

In recruiting, we implemented the delayed entry program (DEP) in partnership with the U.S. Army Recruiting Command. While DEP has been used in the active component for years, it is new to the Army Reserve. Beginning in FY 2004, we started assigning nonprior service (NPS) enlistees to the DEP rather than to active Reserve units. While enlistees are assigned to the DEP and until they complete initial entry training, the recruiter retains complete responsibility for them. This approach increases Army Reserve unit readiness because the unit is no longer required to encumber a position with an unqualified soldier and is no longer responsible for handling the administrative requirements associated with those enlistees who sign a contract but do not complete initial training. In FY 2004, the U.S. Army Recruiting Command will recruit more than 20,000 NPS soldiers to the Army Reserve, so assigning new enlistees to the DEP significantly impacts unit readiness.

Just as the Army has depended on the Army Reserve to provide individual soldiers in the past, today more than 50 percent of the Army Reserve's mobilization requirements are for "individuals," especially in Military Intelligence, Military Police and linguistics. Until this year, if individuals were not available from the IRR, the Army Reserve was compelled to create derivative unit identification codes (DUICs) to process, track and manage requirements of six or fewer soldiers. The creation of these numerous DUICs inundated the force management, readiness reporting and personnel systems. More important, the DUICs caused a state of instant unreadiness in the parent organizations.

In response, the Army Reserve created the individual augmentation (IA) program, which serves as a single, unstructured holding account in the Army Reserve for the assignment of individual soldiers. Assigning individuals to

allows qualified soldiers to continue to serve even though they do not reside near an Army Reserve unit. Currently, more than 3,500 Army Reserve soldiers have registered in the online volunteer database. Retention counselors assist in providing IA volunteers by advising qualified soldiers who transfer from either the active Army, Army Reserve troop program units (TPU), or the Army National Guard to the IRR.

Although still in its infancy, the success of the IA program is encouraging. To date, 148 individual augmentees have been mobilized; 86 volunteers have been assigned to replacement operations, and 240 volunteers have filled worldwide individual augmentation system tour requirements.

As part of integrating the Army Reserve with the Army Campaign Plan, we are building modular force packages to leverage the two-thirds of our structure that is already organized at battalion level and below. The move toward modularity provides a framework for more effectively identifying, defining and organizing Army Reserve capabilities relevant to today's battlefield. In FY 2005, we expect to implement the Army Reserve expeditionary force (AREF). AREF will enable the Army Reserve to use its resident capabilities to support the Army in sustained joint and expeditionary operations. The objective of AREF is to provide operationally ready units, give greater predictability in deployments to soldiers and their families, and provide a force management process that incorporates readiness, mobilization and deployments on a rotational basis. AREF adopts the model of train-alert-deploy versus the old model of alert-mobilize-train-deploy, which represents a sea change for the reserve component culture.

The AREF concept designates a number of pools, called Army Reserve Expeditionary Packages (AREP). Units assigned to the AREF maintain staggered states of readiness according to which package they are assigned. Under a steady state of Presidential Reserve Call-Up (PRC), each

Spc. Jason Borgman scans the banks of the Tigris River while taking part in a boat patrol in Baghdad. Borgman is an Army Reserve combat engineer assigned to Company B, 321st Engineer Battalion, 70th Regional Readiness Command, based in Spokane, Wash.

package is eligible for one nine- to 12-month mobilization in a five- to six-year period. Operational requirements and AREP assignment determine which units in the package actually mobilize. Surges, such as major combat operations, in operational tempo (OPTEMPO) will require the Army to surge AREP packages to meet those needs. This may require partial mobilization and extension of the mobilization period. This force management process cycles units over time, and each deployed unit resets after each expeditionary mission. Each AREP contains capabilities whose readiness will be formally validated prior to entering its employment window.

The Army Reserve also seeks innovative ways to continue contributing to training across the Army. To support combatant commanders, the Army Reserve is pursuing the creation of the Foreign Army-Training Assistance Command (FA-TRAC), which will conduct foreign army training, a mission that is currently conducted by soldiers of the Army Reserve's 75th Division (Training Support) Advisory Support Team in Tallafar, Iraq.

The mission of FA-TRAC, similar to the mission of the 75th Division today in Iraq, will be to provide foreign armed forces with advice, training and organizational practices in leadership, soldier skills and unit tactics. Army Reserve soldiers assigned to FA-TRAC will deploy to the combatant command to live, train and eat with the host-nation soldiers. The FA-TRAC will be built from the existing structure of a current Army Reserve division (institutional training). FA-TRAC will provide "plug and play" training teams to the combatant commander.

We will further achieve deep change in how we train our force. Training is the essential element of a ready force. The Army Reserve Command Training Guidance for 2004 sets the pace for disciplined, standards-based, task-oriented training that fortifies the Army Reserve's wartime posture and establishes a steady and intense OPTEMPO. Soldiers will be trained to deploy as individuals, sections or units. To that end, NCOs will train soldiers to move, shoot, communicate and fight. Proficiency will be tested by semi-annual weapons qualification, annual warrior task training, semi-annual physical fitness tests, nuclear, chemical and biological proficiency, and a battle drill program six months before mobilization. Since mobilization is no longer an unexpected event, we are striving to reduce post-mobilization training to less than a month and focusing it on critical collective unit tasks, theater-specific training, mission rehearsals and validation.



The urgency and demands of this war energized Army Reserve training. We activated the 84th Army Reserve Regional Training Center (ARRTC) at Fort McCoy, Wis., by merging the 84th Division (Institutional Training) with the Army Reserve Regional Training Center, which imbeds itself within Army training through its five directorates—Schools, Training Development, Strategic Training, Leadership Development, and Advanced Distributive Learning—modeled on the battle command knowledge system principle. By partnering with the Army's Training and Doctrine Command (TRADOC)—the world's premier military institutional trainer—84th ARRTC will prove a significant contributor to Army Reserve readiness.

Title 10 U.S. Code holds the Chief, Army Reserve, responsible for advising the Secretary of the Army, Chief of Staff, Army, and Congress on Army Reserve matters. As we fight this global war on terrorism, we find that many current policies do not provide the support needed to meet our Title 10 responsibilities with wisdom and agility.

Over the last year, the Army Reserve has pursued myriad changes to the regulations, policies and, in some cases, statutes to meet the human needs of our force in the 21st century.

The Army Reserve is working with the Department of the Army and the Assistant Secretary of the Army for Manpower and Reserve Affairs to update antiquated policies on the selective reserve incentive program; new authorities for officer and enlisted incentives; special pays; active Guard and Reserve (AGR) enlistment and reenlistment bonuses; and assignments and attachments of Army Reserve soldiers. We seek to provide the Army Reserve with the same authority to retain its force as the active component currently possesses. The disparity, especially in reenlistment bonuses for certain critical specialties, is particularly noticed by Army Reserve soldiers in some career fields, who may find themselves called on even more fre-



Members of the Army Reserve's 220th MP Brigade meet with members of the Kuwaiti defense force to establish and coordinate checkpoints along the Kuwaiti and Iraqi border.

quently than their active component counterparts.

Until recently, Army policy prevented the promotion of mobilized soldiers. In the fall of 2003, that policy was changed, and now, the Army Reserve has the authority to promote mobilized soldiers. In some cases, mobilized soldiers may not have had the same opportunities to complete NCO education system (NCOES) requirements, and as a result, were not getting promoted. That is no longer the case. We waived all NCOES requirements for mobilized soldiers, and all Army Reserve soldiers are equally eligible for promotion.

In the area of quality of life, a statutory change that governs the use of commissary stores was enacted that further benefits our soldiers and their families. As of November 2003, Army Reserve soldiers, their family members with identification cards and Army Reserve retirees are permitted unlimited access to commissary stores.

Families are vitally important members of the Army Reserve team. Soldiers perform better when they know that their families are cared for during their absence. Many families experienced anxiety, uncertainty and strain because of confusing information and the changing rules of mobilizations and deployments. The Army Reserve is working diligently to reduce bureaucratic systems and process inconsistencies for future rotations. The Army Reserve Family Readiness Office reaches out to families and connects them to available services. They have refocused commander, staff and volunteer efforts on support to mobilization, deployment, sustainment and reunion activities. The assistance that family readiness staff and volunteers provide to families in successfully navigating the complex system of TRICARE health benefits for soldier and family health is, in itself, a welcome and highly valued service.

To recognize and express appreciation for the service

and sacrifices of deployed soldiers, the Army Reserve has proposed the welcome home warrior-citizen award program.

Within 90 days of demobilization, unit commanders will conduct a formal welcome home ceremony for returning soldiers and their families. Commanders will present soldiers with their welcome home warrior-citizen award, combat patch, medals earned while deployed, and an American flag encased in a glass and wood presentation box. Employers and community leaders will be invited to participate as thanks for their support.

Regardless of structure, size and mission responsibilities, the Army Reserve is part of the Army serving a nation at war. The success of the Army Reserve rests, always, upon our people: soldiers, employees, their families and employers. They are the heart, soul, conscience and foundation of our institution.

The importance and reality of this fact is accentuated by the sacrifice of our soldiers. To honor our fallen heroes, the Army Reserve plans to develop a Citizen-Soldier Memorial Park at Fort McPherson, Ga., home of the U.S. Army Reserve Command.

A solemn and sacred place, the memorial and park will move visitors to reflect upon and remember the sacrifices of Army Reserve soldiers, who have fought and died to uphold the freedoms and liberties our country represents. Groundbreaking for the memorial is scheduled for the end of 2004 with completion in the spring 2005.

All of us in the Army Reserve honor the lives of our fallen soldiers by the actions we take today and every day, by remaining strong and focused on mobilization, readiness, training and deployment, and on families and employers.

The changes I have described, while far-reaching in some cases, are necessary to ensure that the U.S. Army Reserve is capable of continuing to fulfill its legislative mandate under Title 10 U.S. Code: provide trained units and qualified persons available for active duty in the armed forces, in time of war or national emergency, and at such other times as the national security may require, to fill the needs of the armed forces.

This law does not prescribe methods, sizes, processes or policies. The law does mandate that when the nation calls, the Army Reserve must be capable of responding. Our nation is calling now. Since our nation's needs are different from those in the past, we must change to continue to fulfill this mandate. We are proud to serve.